



ALASKA

DEPARTMENT OF MILITARY AND VETERANS AFFAIRS



STRATEGIC PLAN 2012 - 2016



State of Alaska

Department of Military and Veterans Affairs
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Governor Sean Parnell





MG Thomas H. Katkus

Foreword by Commissioner and Adjutant General Major General Thomas H. Katkus

The Department of Military and Veterans Affairs is dedicated to the mission of “*Securing the State, Defending the Nation*”. Over 4,700 professionals within the Army National Guard, Air National Guard, Homeland Security and Emergency Management, Alaska Military Youth Academy, Veterans Affairs, and Administrative Services work diligently to ensure the safety, security and future success of Alaska and its people.

Defending and protecting Alaska and the United States is a critical mission in today’s increased focus on the arctic. Alaska’s significant geographic location and premier military training areas place the state at the forefront of national defense strategy. The brave men and women of the Alaska National Guard continue to rise to the challenge of keeping Alaska and the United States safe and secure. For this reason, developing and retaining a ready and relevant force structure is paramount for continued mission success in Alaska’s area of responsibility.

Alaska’s Division of Homeland Security and Emergency Management is a national leader in disaster preparedness, response and recovery. Because of the constant threat of a man made or natural disaster, it is vital to sustain a sufficient strategic reserve and engage communities in the preparation and planning process. As we optimize the state’s ability to respond to a catastrophic disaster, we must continue to institutionalize partnerships and interoperable capability.

Outreach to veterans and military families in Alaska remains a top priority of the Department of Military and Veterans Affairs. Veterans and military families living in Alaska have sacrificed for this state and for the nation. It is imperative that we continue to expand community and organizational relationships to ensure that veterans and military families receive the utmost care and support. This support network is critical in the effort to get veterans the benefits they have earned by registering them with the Veterans Administration. As Alaskans, it is our distinct pleasure and opportunity to give back to those who have given so much.

The youth of Alaska are one of the state’s most valuable resources. Young people in our state face tremendous obstacles in their path to success. Alaska’s youth lead the nation in suicide and drug abuse rates per capita. The Department of Military and Veterans Affairs empowers youth to overcome these obstacles by providing life changing and foundation building opportunities in the Alaska Military Youth Academy.

The 2012-2016 DMVA Strategic Plan provides the roadmap for operational excellence and maximum departmental impact on the state of Alaska and the nation.

MG Thomas H. Katkus
Commissioner, DMVA

Alaska Army National Guard

Strategic Goal #1: *Build and Sustain a Ready and Relevant Force.*

Supporting Goals

- 1.1 Enlarge and modernize training infrastructure to ensure readiness and rapid response capability.
- 1.2 Enhance battlefield surveillance brigade operations.
- 1.3 Utilize comprehensive Soldier fitness programs to maximize readiness.
- 1.4 Advance towards a Capabilities-Based Force Structure.
- 1.5 Streamline joint-force mission response.
- 1.6 Expand Unmanned Aerial Systems capability.
- 1.7 Increase Cyber defense systems and technology.
- 1.8 Optimize information gathering/sharing systems and processes.



Strategic Goal #2: *Increase Presence and Operational Capability in Alaska's Area of Responsibility.*

Supporting Goals

- 2.1 Support the creation of a fully functional Arctic Aviation Center of Excellence.
- 2.2 Facilitate operational partnership with the United States Coast Guard.
- 2.3 Expand joint-force training operations in the arctic.
- 2.4 Identify and engage in research partnership opportunities.
- 2.5 Develop a multi-use operation site along the arctic coastline.



Strategic Goal #3: *Maintain Alaska's Involvement in National Defense Strategy.*

Supporting Goals

- 3.1 Promote Alaska's advantages to United States Armed Services.
- 3.2 Continue operational relationship with the National Guard supporting Active Duty operations.
- 3.3 Strengthen relationships with international partners.

Strategic Goal #4: *Maximize Recruitment and Retention of National Guard Members.*

Supporting Goals

- 4.1 Expand recruiting outreach in rural communities.
- 4.2 Increase National Guard opportunities to maximize retention of existing National Guard Soldiers.
- 4.3 Support statewide Junior Reserve Officer Training Corp (JROTC) programs with the goal of recruiting graduates.
- 4.4 Build on the Reserve Officer Training Corp (ROTC) programs at both the University of Alaska-Anchorage and the University of Alaska-Fairbanks.
- 4.5 Continue support for the Alaska Military Youth Academy.

Strategic Goal #5: *Expand Outreach to Families and Communities.*

Supporting Goals

- 5.1 Increase National Guard family member and retiree connectedness.
- 5.2 Enhance delivery and effectiveness of family focused programs.
- 5.3 Develop Morale, Welfare, and Recreation (MWR) program for AKNG and families.
- 5.4 Engage communities in family and employer outreach process.



Alaska Air National Guard

Strategic Goal #1: *Maximize Recruiting and Retention to Ensure Well Trained, Highly Motivated Air National Guard Members.*

Supporting Goals

- 1.1 Support and engage statewide Junior Reserve Officer Training Corp (JROTC) programs.
- 1.2 Leverage family programs for visibility and contacts.
- 1.3 Enhance partnerships with rural communities to expand recruiting outreach.
- 1.4 Continue support for the Alaska Military Youth Academy.
- 1.5 Increase targeted recruiting of undermanned career fields.
- 1.6 Target trained and qualified prior-service military members.
- 1.7 Expand career-broadening opportunities to maximize retention of Air National Guard members.

Strategic Goal #2: *Maintain a Ready Force, Relevant to State and Federal Missions.*

Supporting Goals

- 2.1 Enhance search and rescue capability in Alaska's area of responsibility.
- 2.2 Maximize training utilization of the Joint Pacific Alaska Range Complex (JPARC).
- 2.3 Capitalize on emerging/expanding missions.
- 2.4 Expand joint-force training operations in the arctic.
- 2.5 Advance towards a capabilities-based force structure.
- 2.6 Streamline joint-force mission response.
- 2.7 Optimize domestic crisis response capability.
- 2.8 Increase utilization and development of Bryant Army Air Field.



Strategic Goal #3: *Ensure Operational Excellence.*

Supporting Goals

- 3.1 Foster a culture of continuous improvement.
- 3.2 Maximize and manage resources to sustain mission readiness.
- 3.3 Identify and capitalize on joint-force efficiencies.
- 3.4 Optimize information gathering/sharing systems and processes.
- 3.5 Engage in results-based budgeting.

Strategic Goal #4: *Enhance Outreach to Families and Communities.*

Supporting Goals

- 4.1 Increase National Guard family member connectedness.
- 4.2 Enhance accessibility, delivery and effectiveness of family focused programs.
- 4.3 Engage communities in planning and family outreach processes.
- 4.4 Establish squadron-level village partnership programs.
- 4.5 Continue Operation Santa Claus to rural Alaskan communities.

Strategic Goal #5: *Maintain Alaska's Involvement in National Defense Strategy.*

Supporting Goals

- 5.1 Promote Alaska's advantages to United States Armed Services.
- 5.2 Expand integration of homeland defense and air refueling missions in support of the Alaskan NORAD Region.
- 5.3 Continue operational relationship with the National Guard supporting Active Duty operations.
- 5.4 Strengthen relationships with international partners.



Homeland Security and Emergency Management

Strategic Goal #1: *Ensure Sufficient Strategic Reserves and Alternate Delivery Mechanisms during Supply Chain Disruptions.*

Supporting Goals

- 1.1 Plan with critical partners to develop innovative approaches and effective solutions to critical resource and distribution challenges.
- 1.2 Procure, store, and sustain emergency food, potable water, and energy sources for distribution to affected areas.
- 1.3 Increase local ability to sustain communities during and immediately following an event through community-developed strategies supported by grants funds when available.
- 1.4 Train and exercise prioritization and distribution of essential goods and services.



Strategic Goal #2: *Empower Local Community Resilience.*

Supporting Goals

- 2.1 Engage communities in emergency preparedness and planning.
- 2.2 Develop, secure, support, and provide fundamental and specialized training and exercises.
- 2.3 Improve the disaster recovery process for individuals, families, and state, local, and tribal governments.

Strategic Goal #3: *Increase Capability to Plan for and Respond to a Catastrophic Disaster.*

Supporting Goals

- 3.1 Protect residents, visitors, and assets against Alaska's threats and hazards.
- 3.2 Mitigate against the loss of life and property by lessening the impact of future disasters.
- 3.3 Respond swiftly to save lives, protect property and the environment, and meet basic human needs following incidents.
- 3.4 Lead statewide catastrophic planning efforts.
- 3.5 Engage whole communities, local, regional, state, and federal players in 1964 Earthquake 50th anniversary outreach, planning, training, and exercises.





Strategic Goal #1: *Increase Program Impact by Expanding Statewide Outreach.*

Supporting Goals

- 1.1 Extend outreach operations in remote communities.
- 1.2 Enhance program participation opportunities for female candidates.
- 1.3 Acquire new recruiting networks and enhance existing organizational relationships.
- 1.4 Employ a robust, statewide multi-media marketing campaign.

Strategic Goal #2: *Maximize Cadet Graduation Yield Rates.*

Supporting Goals

- 2.1 Minimize residential phase cadet drop-out.
- 2.2 Ensure cadet safety, security and personal needs.
- 2.3 Enhance cadet mentorship program.
- 2.4 Strengthen cross-section, integrated tracking of cadet progress.
- 2.5 Minimize program candidate no-show rate.
- 2.6 Identify and mitigate cadet academic limitations.
- 2.7 Refine candidate preparation and information process.



Alaska Military Youth Academy

Strategic Goal #3: *Optimize Staff Effectiveness to Facilitate Continued Program Growth.*

Supporting Goals

- 3.1 Identify and engage staff training opportunities for increased operational capability.
- 3.2 Ensure personnel staffing meets mission requirements.
- 3.3 Enhance resources to empower staff functioning.
- 3.4 Maximize AMYA intra-organizational collaboration.
- 3.5 Streamline operational processes for maximum effectiveness and efficiency.
- 3.6 Improve staff leadership training program.

Strategic Goal #4: *Expand Cadet Training and Educational Opportunities.*

Supporting Goals

- 4.1 Develop vocational/technical education program.
- 4.2 Bolster multi-faceted cadet training experiences.
- 4.3 Pursue national level ChalleNGe program training opportunities.
- 4.4 Enhance partnerships with school districts throughout Alaska.
- 4.5 Foster strategic relationship with the University of Alaska system.
- 4.6 Increase leadership shadowing opportunities for cadets.



Strategic Goal #1: *Maximize State Veterans Office Capabilities.*

Supporting Goals

- 1.1 Expand statewide network of veterans' service officers.
- 1.2 Actively engage with all Veteran Service Organizations to improve joint in-service training between the Federal Veterans Administration; therefore, enhancing the quality, effectiveness and efficiency of the disability claim process.
- 1.3 Develop systems to expand information delivered to veterans on benefits and changes in benefits.
- 1.4 Support efforts to improve current Alaska veteran programs by adding new quality of life programs and better educational benefits to attract additional veterans to live in Alaska.

Strategic Goal #2: *Expand Community and Organizational Relationships to Ensure the Utmost Support for Alaska's Veterans.*

Supporting Goals

- 2.1 Meet veteran demand for existing and expanding services through open and full partnerships with the Federal Veterans Administration and Indian Health Services.
- 2.2 Add new programs that provide assistance for veterans who are establishing new businesses or expanding existing business programs.
- 2.3 Identify and foster opportunities for sharing information and resources between Veterans Affairs and outside agencies in the areas of deployment health of families and veterans, follow-up care, and transition requirements of returning service members and their families.



Strategic Goal #3: *Increase Veteran Registration throughout Alaska.*

Supporting Goals

- 3.1 Enhance outreach to veterans living in rural communities.
- 3.2 Promote benefits and services offered to veterans in Alaska.
- 3.3 Increase participation and improve access to all GI Bill programs and Vocation Rehabilitation offered by in-state educational institutions that allow utilization of these programs.
- 3.4 Process all eligible applications submitted on Alaska Territorial Guard veterans for their service in the U.S. Army for Honorable Discharge and federal recognition.
- 3.5 Assist veterans in retaining and attaining discharge documents.

Administrative Services

Strategic Goal #1: *Empower the Mission of the Department of Military and Veterans Affairs in an Effective and Efficient Manner.*

Supporting Goals

- 1.1 Provide efficient and responsive procurement, contracting, property management, information technology, and financial support services to the department.
- 1.2 Implement consolidated IT and procurement services.
- 1.3 Optimize travel and accounting services to maximize effectiveness and efficiency.
- 1.4 Effectively forecast how procurement, IT, and fiscal/accounting services can meet Department operational needs.
- 1.5 Participate in the development of the Integrated Resource Information System (IRIS) to ensure Department of Military and Veterans Affairs concerns are considered and integrated into the resulting statewide system.
- 1.6 Provide centralized contract administration for the department.



Strategic Goal #2: *Provide Guidance, Training and Enhanced Communication to the Department regarding the Operations and Provisions of Administrative Services.*

Supporting Goals

- 2.1 Promote and explain procurement, IT, financial, contracting, and property management services to department staff.
- 2.2 Conduct internal accounting services training with division stakeholders.
- 2.3 Prepare, review and publish Department Standard Operating Procedures detailing budget, financial, human resources, payroll, procurement, contracting, property management, information technology and internal/external distribution services.

Strategic Goal #3: *Develop a Redundant Computer Processing Site to Provide Critical and Timely DMVA Data Services.*

Supporting Goals

- 3.1 Virtualize all DMVA computer servers.
- 3.2 Deploy first phase computer processing site at Camp Carroll to run all critical department virtual servers.

Strategic Goal #4: *Provide Reliable Network Connections and Data Support Anywhere within Alaska to Support Emergency Response Deployments.*

Supporting Goals

- 4.1 Identify and secure a basic support package that will ensure data connection anywhere within Alaska during deployments supporting emergency events.



Alaska State Defense Force

Strategic Goal #1: *Develop a Relevant and Flexible Force Ready to Augment the Alaska National Guard to Improve Disaster Response.*

Supporting Goals

- 1.1 Maximize ASDF training opportunities.
- 1.2 Optimize intra-force coordination and communication processes to ensure rapid response capability.



Alaska Naval Militia



Strategic Goal #1: *Maintain Relationship with the United States Navy Reserve to Secure Naval Militia Response Capability in Alaska.*

Supporting Goals

- 1.1 Leverage joint training opportunities between the Alaska National Guard, the Division of Homeland Security and Emergency Management, the U.S. Coast Guard, and the U.S. Navy Reserve.



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